update

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Job training for Ugandan families stricken by AIDS

UNDP is providing support for a series of small, local projects to help more than 10,000 orphans, and 5,500 men and women in Uganda who have lost family members to HIV/AIDS. The projects centre on job training in trades which will provide new sources of income for those who have been economically devastated by HIV/AIDS. Such vocations include tailoring, bee-keeping, pig farming, and brick-making. This assistance is funded by part of UNDP's $15 million allocation of funds to fight HIV/AIDS in Uganda.

The programme also includes support to a national AIDS training and information project within the Ministry of Health, and for strengthening the Ugandan AIDS Commission. In addition, Uganda benefits from a regional UNDP programme for studies on the socio-economic impact of AIDS.

Programme launched to bolster Eastern and Central European private enterprises

The European Bank for Reconstruction and Development (EBRD) has agreed to manage UNDP's TurnAround Management Program (TAM) for Eastern and Central Europe.

Management is the key issue in the privatisation and restructuring process in Eastern and Central Europe. The Programme will recruit successful, experienced senior managers from western Europe, the Americas and Japan, to form TAM teams. The teams will work one-to-one with the chief executives of carefully selected, viable enterprises in the region for an extended period of time. The assistance will be on-site, dealing with strategic and day-to-day issues.

TAM team members will act as close personal advisors to the chief executive and his management team, to advise, support, motivate, challenge and help them to cope with the rapid change inevitable in a free market environment. These teams will also strengthen the link between these enterprises and potential foreign customers, suppliers, investors and other sources of finance.

The goal of the TAM Programme is to help create profitable, private enterprises in the region in the shortest possible time. The programme will start with 40 enterprises in its first year of operation, and in the next few years will assist more than 500.

The TAM Programme has been developed by UNDP in co-ordination with EBRD and in consultation with the European Community, business and academic leaders, and eastern and central European governments. UNDP, the European Bank, the European Community, together with the Austrian government participate in the funding of the programme.

Review team examines UNDP role in electoral assistance

An independent review team has begun evaluating UNDP's role in electoral assistance worldwide. Their report, scheduled for release in August, will make recommendations for UNDP and other United Nations agencies for improving technical assistance to the electoral process.

In addition to conducting a review of 25 cases of electoral assistance, team members will meet with UNDP Resident Representatives, political party leaders and government officials in three countries to determine what impact past electoral assistance has had on their countries. The mission officials will also meet with staff of United Nations agencies and officials from other relevant organizations. Individual country activities will be reviewed, highlighting specific electoral issues and lessons learned. The aim is to define a strategy that will guide United Nations agencies in future elections.

UNDP is currently active in providing electoral assistance and supporting the process of democratization in over 25 countries, including Mozambique and Eritrea.

Protecting the Patagonian coast

Improved protection and better management of the Patagonian coastal zone are two central elements of a $2.8 million programme to be financed by the Global Environment Facility (GEF). The GEF is an international initiative that mobilizes and uses funds to protect some of the most important aspects of our global environment,

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including the atmosphere, the oceans and seas, and the diverse plant and animal life. It is managed jointly by UNDP, the World Bank and the UN Environment Programme.

The coast of Patagonia is one of the longest remaining stretches of pristine coast in the world, extending nearly 3,000 kilometres in Argentina. This seaboard, rich in biological diversity, is also one of the most economically productive coasts, providing revenue from fishing, tourism and oil production. Despite its valuable natural resources and economic assets, the zone is neither understood nor managed as the vital ecosystem it really is.

To stem the threat of improperly managed fisheries, uncontrolled pollution, short-sighted development and badly managed tourism, the Government of Argentina approached the GEF for assistance in developing a coastal management plan. By strengthening relevant institutions, developing human resources in coastal management, and providing centralized environmental data on the region's natural resources, the programme will enhance existing capabilities for sustaining the biological diversity of the coast.

Mozambique prepares for massive mine clearing effort

An estimated two million mines scattered along borders and rural centres constrain the return and resettlement of displaced and refugee populations returning to productive lives in Mozambique. Since 1964, parties to armed forces have resorted to mine warfare in Mozambique. Pending final approvals, UNDP's Office for Project Services will execute a $28 million mine clearance programme to be financed by two United Nations trust funds.

This project will facilitate the distribution of humanitarian assistance to three million people affected by drought and war. Mines will be cleared near major roads, refugee routes, and potential resettlement areas as quickly as possible.

Under the project plan, 1,000 sq. kilometres will be surveyed by the end of this year. More than 2,000 kilometres of priority roads will be cleared by June 1994. These routes will be determined by UNHCR, WFP and the International Committee of the Red Cross. A two-year work plan will be drawn up and a management unit established to monitor the de-mining operations and oversee financing requirements. The project will be implemented directly by the UN Operation in Mozambique.

Cash crop production in wartorn areas of Sierra Leone

More than 500,000 Sierra Leoneans have been displaced by civil conflict during the past two years. UNDP will help 30,000 farmers in the wartorn Kenema and Pujehun districts to reduce their dependence on food aid. These farmers will be trained to produce cash crops. Project funding will also provide tools and seeds.

This effort will serve as a pilot operation for promoting future integration of national rehabilitation with food production, rural development, health, sanitation and education improvement. Already, the World Food Programme is providing food for work to farmers engaged in cash crop production.

UNDP's Office for Project Services will recruit the experts, oversee the sub-contract with an NGO to implement the project, and procure all equipment needed.

Approved projects

(all projects subject to modification; sums quoted in US dollars)

Bhutan — Under this follow-up project, nearly 53 kilometres of feeder roads will be rehabilitated. This road construction effort will open up thoroughfares to 30,000 people, enabling their access to social services and enhancing their agricultural productivity. Training in construction and road maintenance will be offered through the project.

UNDP contribution: $135,000. UN Capital Development Fund (UNCDF) contribution: $3,324,690. World Food Programme (WFP) contribution: $300,000. Government cost-sharing: $291,000. UNCDF will cover the costs of new equipment, vehicles, surveys, laboratories and office equipment. UNDP will finance a subcontract for a road construction manager and a UNV. WFP will provide locally-produced food to construction workers as part of its food-for-work programme. The Government will finance the technical and administrative staff. Executed by the Ministry of Communication and the Department of Roads. Implemented by UNDP's Office for Project Services. (BHU/92/C03)

China — China's dynamic economy grew at a rate of 12.8 per cent last year. Market-oriented reforms were major forces underlying this accelerated growth. UNDP will assist the Government in developing and implementing reforms to revitalize large state-owned enterprises. The programme will aim to increase the autonomy of business managers by separating ownership of the enterprises from management.

The creation of joint-stock companies will help achieve such conversions. International business experts will provide management training, and introduce investment planning techniques. Product development, marketing and sales systems will be introduced.

UNDP contribution: $7,000,000. Funds will provide for international consultants, national professionals and training. Executed by the China International Center for Economic and Technical Exchanges. Implemented by the State Council Economic and Trade Commission, the State Commission for the Restructuring of Economic Systems, the Shanghai Municipal Government, the Liaoning Provincial Government and the Heilongjiang Provincial Government. (CPR/91/310)

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Costa Rica — To ensure long-term biodiversity conservation, the Government created the National System of Conservation Areas (SINAC). Each area is headed by a director who is responsible for park management in partnership with local communities. The involvement of surrounding communities in the planning, implementation and decision-making processes is critical for effective protection of biodiversity.

This project will strengthen SINAC by building the capacities of the National Park Service to manage and administer the system. Natural resources and endemic species will be identified in two of the most important conservation areas, La Amistad and La Osa. Economic potential of the resources in these regions will be determined. In addition, a series of small-scale, ecologically sustainable economic projects will be designed and implemented by community groups, NGO's, and local entrepreneurs. Two economic activities— ecotourism and chemical prospecting — offer opportunities to generate income while ensuring biodiversity conservation in these regions.

UNDP contribution: $8 million. Funds will provide for international consultants in ecotourism, national consultants in biodiversity research, restoration ecology, forest management, marine resource management and legal contracts. Sub-contracts will be funded for construction of tourism infrastructure, biodiversity research and training. Executed by the Ministry of Natural Resources, Energy and Mines. Implemented by the State Cooperation Foundation. (COS/92/G31)

Jordan — A project funded by the Global Environment Facility (GEF) will assist Jordan in the conservation of two important ecosystems — the Dana Wildlands and the Azraq Oasis.

The GEF provides grants to developing countries for global environmental protection efforts. It is administered jointly by UNDP, the World Bank, and the United Nations Environment Programme.

This project will address the social and economic needs of communities, located near the two ecosystems. The aim will be to find sustainable development initiatives that do not conflict with conservation. Guidelines for agricultural development in these regions will be established, along with a water management plan. Another key goal of the project will be to strengthen the capacity of Jordan's leading environmental non-governmental organization, the Royal Society for the Conservation of Nature (RSCN), to conserve biodiversity and promote environmental education.

GEF contribution: $6.3 million. Funds will provide for training, equipment and experts in areas including conservation management, socio-economic development, scientific research, and wetlands management. Executed by the Ministry of Planning. Implemented by the World Bank, and various Jordanian ministries. (JOR/92/G31)

Lao PDR— Only a few ministries have been reorganized under the country's public administration reform programme. The Government's public administration still needs managerial systems, organizational procedures, improved human resources and increased participation of women.

UNDP's Management Development Programme was requested to design and implement a comprehensive reform programme for the country's public administration. The main objective will be to develop a competent civil service for implementing economic reforms.

Procedural guidelines, legislative documents, and wage systems for civil servants will be established. Administrative and financial management reforms will be designed for three pilot ministries — Ministry of Finance, Ministry of Health and the Ministry of Social Actions. In information support system will be developed to guarantee transparency of rules, regulations and conduct of the public administration.

UNDP contribution: $2,875,000. Funds will provide training, equipment, and experts in establishing and managing the civil service, a legal expert and an administration services expert. Executed by the Office of the Prime Minister. Implemented by the Civil Services Commission, the Ministry of Finance, the School of Public Administration and by UNDP's Office for Project Services. (LAO/92/006)

Mongolia — The Government's efforts in improving the quality and availability of water supply is constrained by inadequate hydrological data, unavailability of appropriate technologies, lack of financing, and limited national capacity to manage a large-scale water supply and sanitation programme.

UNDP will help build national capacity for expanding access to safe and affordable water and sanitation. The project will complement assistance provided by the Swedish Agency for International and Technical Cooperation for the construction of low-cost latrines, formulation of water quality standards, and demonstration of treatment facilities. Construction efforts will supplement institution-building and training activities.

UNDP contribution: $100,000. Australian cost-sharing: $48,000. Funds will provide for training, 30 hand pumps, international and national consultants and a UNV as project manager. Executed by the International Bank for Reconstruction and Development and implemented by the Mongolia Corporation for Communal Economy and Services. (MON/93/005)

Poland — UNDP is funding a two-year pilot programme to strengthen Poland's privatization programme. Technical advisory services will be provided to a target group of enterprises both before and after privatization to ensure the continuous growth and competitiveness of each business. Market economy training will be offered to increase human and institutional capabilities in the areas of privatization, entrepreneurship and regional economic develop-

ment. Public awareness about the country's privatization efforts will be raised through a series of workshops.

UNDP contribution: $800,000. Government cost-sharing: $1,000,000. Third-party Cost-sharing: $710,000. Funds will provide for training and international experts in the field of privatization. Executed by the Ministry of Privatization. (POL/93/001)

Senegal — The government is now developing an economic stimulation programme based on a free market economy. Before this programme is submitted to donors, Senegal must enhance its own capabilities in macroeconomic management.

To improve economic management and policy formulation, the programme will support the creation of a policy unit devoted to the analysis of key macroeconomic policy options within the Ministry of Economy, Finances and Planning. To strengthen the government's regional planning capabilities, assistance will be provided for the preparation of development plans for the country as a whole and for each of the ten administrative regions. Training will be provided to improve the government's economic management skills in areas such as budgeting, macroeconomic projections and debt management.

UNDP contribution: $971,000. Third-party cost-sharing: $614,000. Funds will provide for national and international experts and equipment. Implemented by the Ministry of Economy, Finances and Planning. (SEN/92/015)

Global Projects

Global Change System for Analysis Research and Training (START) — This project aimed at increasing the capacity of the developing world's scientific community to address problems such as global warming will be funded by the GEF. Through the establishment of two START facilities, the project will enable scientists from developing countries to plan and coordinate research on global environmental changes which may cause or be caused by global warming.

The START research centres will be established in Southeast Asia and Northern Africa. Initial project activities will focus on training, research fellowships and workshops designed to facilitate interregional exchange of data on climate change.

GEF contribution: $4,093,720. Funds will provide for scientific experts and consultants as well as training and equipment. Executed by UNDP's Office for Project Services. (GLO/92/G31)

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Human Development

update

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New Head of the United Nations Development Programme — Gus Speth, environment and development leader, named next UNDP Administrator

James Gustave Speth was confirmed on 15 June by the UN General Assembly as Administrator-designate of the United Nations Development Programme (UNDP) following his nomination by UN Secretary-General Boutros Boutros-Ghali. Mr. Speth will replace William H. Draper III, who was appointed as Administrator in 1986 and who has announced his resignation effective 15 July.

Mr. Speth, known as Gus, founded the World Resources Institute in 1982 and served as its president until January of 1993. He was a senior advisor to President-elect Clinton's transition team, heading the group that examined the U.S. role in natural resources, energy and environment.

WRI, based in Washington, D.C., is a centre for policy research and technical assistance on environment and development issues. WRI's Center for International Development and Environment, its largest single programme, supports both grass-roots and national efforts to achieve sustainable development in Africa, Asia and Latin America.

After the announcement of his appointment as Administrator, Mr. Speth said that "We can begin by putting our full weight behind a new model of development, one where the benefits of economic growth are distributed equitably, where resources are sustained for future production and where people are empowered to participate in the economy and the decisions that affect their lives." He added that "The United Nations has an indispensable role to play in promoting this new model of sustainable human development."

Before founding WRI, Mr. Speth served from 1977 to 1981 as a Member and then for two years as Chairman of the Council on Environmental Quality in the Executive Office of the President. As President Carter's CEQ Chairman, Mr. Speth was a principal advisor on matters affecting the environment and had overall responsibility for developing and coordinating the President's environmental programme. In 1981 and 1982, he was Professor of Law at Georgetown University Law Center in Washington, D.C., teaching environmental and constitutional law.

From 1970 to 1977, Mr. Speth was senior attorney with the Natural Resources Defense Council, an environmental organization which he helped to found.

Mr. Speth graduated from Yale University in 1964, attended Oxford University as a Rhodes Scholar and graduated from Yale Law School, where he was a member of the *Yale Law Journal*, in 1969. He served in 1969 and 1970 as a law clerk to U.S. Supreme Court Justice Hugo L. Black. He lives with his wife and three children in Washington, D.C.

William H. Draper III cites UNDP strengths, budget cuts, and future focus of development programme

"Peacemaking, peacekeeping, humanitarian aid — the demands appear as limitless as the resources are scarce," said UNDP Administrator William H. Draper III in his statement to the 40th session of the Governing Council. He noted that peacekeeping budgets have risen more than seven-fold in two years — from half a billion dollars in 1991 to a projected $3.7 billion in 1993. Voluntary contributions to UNDP, UNICEF and UNFPA, on the other hand, have seen a 10 per cent decline between 1992 and 1993.

Mr. Draper, who will leave his post on 15 July, outlined five reasons why UNDP deserves strong support and holds a unique place in the Agenda for Peace: UNDP's established country presence; its focus on human development; its capacity-building role in the area of the environment; its leadership in the management of technical cooperation; and its record of managerial efficiency.

He cited UNDP's electoral assistance to more than 30 countries, and added that UNDP is working with the Centre for Human Rights on more than 50 projects. "We are a reliable partner, providing operational and country-based support to the Department of Humanitarian Affairs," he said.

Mr. Draper recalled that in 1986, when he began his job as Administrator, UNDP's role with the private sector was considered controversial. Today, "it is considered a key ingredient in any enlightened development compact."

In the area of human development, UNDP is now acting on

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requests from 28 countries to assist them in setting up national human development strategies and goals. Nearly 80 country programmes have a major focus on human development. The *Human Development Reports* have stimulated dialogue on the priorities that must underlie both national development efforts and development cooperation.

"At last year's Earth Summit," he said, "UNDP was designated the lead agency in organizing UN system efforts toward capacity-building in areas of environment and development. UNDP was also given the mandate to help countries in their follow-up to UNCED, by establishing and strengthening national coordination mechanisms and networks."

In the interest of preserving funds for UNDP's programmes, Mr. Draper said he took "drastic measures to reduce administrative expenditures." He cut headquarters posts by 15 per cent in the 1992-93 budget. His proposals for the next biennium include cuts amounting to $42 million.

Looking to the future, Mr. Draper said, "UNDP must never, never, ever, ever lose the support it receives from developing countries." He emphasized that UNDP must focus more on sub-Saharan Africa, "which in many respects is falling behind."

In his concluding remarks, Mr. Draper said, "I would like to thank you all for the generosity you have shown in your support to me. I would especially like to thank my staff — in whatever part of the world they serve — for making this the organization that it is today."

AIDS and the military

Even in the wealthiest of nations, the advancing HIV/AIDS epidemic will strain increasingly-limited military budgets, medical services and force strengths, according to papers delivered at a UNDP-supported international meeting. The gathering was held in conjunction with the Ninth International Conference on AIDS in Berlin, Germany from 6-11 June.

The day-long meeting focused on military populations around the globe, with special emphasis on civil-military issues of HIV/AIDS. The gathering was sponsored by UNDP and the U.S. Walter Reed Institute of Research.

According to one of the papers, "The financial costs of the disease to the U.S. Department of Defense are estimated to exceed $2 billion during this decade."

The participants, drawn from 24 developing and industrialized nations, urged military organizations to cooperate in combatting HIV and AIDS as a common threat. They recognized that effective HIV and AIDS prevention and care policies and programmes demand close cooperation between military organizations and local, national, and international civilian organizations. Participants were drawn from ministries of defence, military health organizations, national HIV and AIDS programmes, donor organizations and NGOs.

United Nations procurement from the developing world is on the rise

The United Nations is increasing procurement of equipment and professional services from developing countries, according to a report recently issued by UNDP. These countries accounted for roughly 30 per cent of all goods and services purchased by the UN in 1992, compared to 22 per cent in 1991.

Mr. Toshiyuki Niwa, Director of UNDP's Bureau for Finance and Administration said that the developing countries accounted for $734 million in goods and services bought by the United Nations in 1992, compared to $556 million in 1991. Mr. Niwa told a meeting of the UNDP Governing Council that "UN system-wide procurement from developing countries continues to increase."

Industrialized countries still account for 70 per cent of the United Nations' business. The report states that of the $2.5 billion spent by the United Nations on equipment and services in 1992, the industrialized countries benefitted from $1.8 billion compared with the developing countries' $734 million. Many constraints limit the quantity of developing country goods and services available to the UN system. Obstacles include export, currency and commercial limitations, legislative and regulatory barriers, and limited communications capacities.

The UN is improving its database of potential suppliers of goods and services in developing countries for future procurement. The database now includes more than 6,000 potential suppliers, of whom one-third are from developing countries.

The UN Inter-Agency Procurement Services Office (IAPSO) is setting up facilities for on-line access to the database by UN agencies and developing countries. IAPSO has also prepared catalogues of potential suppliers of goods and services of specific items ranging from motor vehicles to office equipment.

Politics must encompass popular participation

Fledgling democracies in Latin America must be bolstered with new approaches to governance that include popular participation and accountability, says a newly released report published by UNDP in cooperation with the Inter-American Development Bank and the Chilean Senate. "A Government for Human Development" is based on the findings of a UNDP seminar held in Valparaiso, Chile late last year.

The 68-page report on Latin American governance presents the views of regional leaders from the public and private sectors, academia, labour unions and international organisations.

Gabriel Valdes, President of Chile's Senate, told a recent gathering of UN delegates in New York that the report found a need for greater consensus and popular participation in Latin American governance.

He warned that "democracy is not just about political parties and

elections," but about judicial, legislative and government systems that are accountable and responsive to the needs of the majority.

The report cautions that democracy is not an end in itself, but a means to better lives, and that "holding free elections does not cure all the maladies." It says that until now, free elections "have not borne the fruits of greater social equity, or of a more expeditious justice administration in everybody's reach, or of more efficient mechanisms to channel conflicts, or of ways of safe-guarding the subsistence or security of the whole population."

"Good government is the challenge that, if successful, will permit the building of democratic orders," says the report. Good governance consists of "the return of the human beings as the main actor in political activity."

Poland tackles long-neglected environmental problems

The Government of Poland and UNDP's Partnership Programme are embarking on a $2 million programme to improve environmental management and education at the local level. Environmental concerns in Poland, largely neglected for more than 40 years, are now recognized as key elements in the country's transition from a centrally planned to a market economy.

The Partnership Programme, a UNDP environmental venture, will assist local governments in the design and implementation of pollution prevention projects. Particular attention will be given to urgent local problems such as municipal and industrial waste management, water and energy conservation, and traffic-related pollution.

The Partnership Programme is intended to be a long-term, cost-effective means for helping local governments and NGOs in environmental management. Special assistance will be given to promoting private sector investment in urban infrastructure and delivery of municipal services. Technical assistance and access to capital for NGOs will help ensure their participation in sustainable development.

Approved Projects

(all projects subject to modification; sums quoted in US dollars)

Afghanistan — This project will help restore basic rural infrastructure and food production in eastern and southern Afghanistan, where refugees are returning from Pakistan and Iran. Nearly 1,500 kilometres of canals will be cleaned and 245,000 hectares of agricultural land recovered. In addition, 150 drinking water wells will be repaired and irrigation systems will be restored.

UNDP contribution: $10,060,670. Funds will provide tools, equipment, management and engineering services. Executed by UNDP's Office for Project Services (OPS) and implemented by the Ministry of Planning. (AFG/88/001)

Afghanistan —To improve the quality of life for returning refugees and displaced populations in northern, western, and central Afghanistan, UNDP will help rehabilitate rural infrastructure and restore economic and social services. Rural communities will receive assistance for minor road repairs, and rehabilitation of irrigation systems and drinking water supply systems.

UNDP contribution: $6,577,660. Funds will provide national and international personnel. Executed by OPS and implemented by Afghan and international NGOs. (AFG/90/007)

Afghanistan —To help meet the housing needs of returning refugees and internally displaced people, UNDP will supply affordable construction materials to enable 10,000 rural and urban families to rebuild their own homes. At least 25 local manufacturing enterprises will be created to produce essential construction materials. These business ventures will provide as many as 1,000 long-term jobs for skilled workers and 3,000 jobs for unskilled workers.

UNDP contribution: $4,200,500. Funds will cover the cost of personnel, equipment, and sub-contracts for housing and manufacturing projects. Executed and implemented by the United Nations Centre for Human Settlements. (AFG/90/008)

Ethiopia — UNDP will provide support to a comprehensive programme to build capacities for managing structural reform. Planning, policy formulation and analysis capabilities will be improved through training. Management information systems will be designed and developed. A review will be made of fiscal and budgetary issues at national and regional levels. Projects will be launched to facilitate the start-up and growth of private enterprises. Mechanisms will be established to enhance the mobilization, coordination and management of external and domestic resources.

UNDP contribution: $2,325,500. Funds will provide experts, training and fellowships. Government executed. (ETH/93/002)

Gabon — Unemployment in Gabon has reached 13 per cent. UNDP will help provide the government with the legal tools and institutional means to analyze trends in the labour market, adjust supply and demand in the work force, and develop training programmes for the unemployed. A National Employment Office will be established. In addition, an unemployment placement programme will be launched through the creation of specialized courses in existing vocational training centres.

UNDP contribution: $952,562. Funds will be used for consultants, training and study tours. Executed by the International Labour Organisation. Implemented by the Ministry of Labour. (GAB/89/002)

Sao Tome and Principe — Poverty alleviation through rural development is a priority in the country's development plan. Emphasis will be placed on capacity building, community self-reliance and training. Food crop production and marketing will be promoted. Support to small enterprises will help diversify the local economies and provide employment. Public works projects, including road construction, will also provide local employment opportunities.

UNDP contribution: $1,575,670. Funds will provide for technical personnel to coordinate the programme, experts for the creation of small enterprises, short-term consultancies in the areas of agricultural credit, livestock, food processing, civil and rural engineering. Seven UNVs in the areas of agronomy, financial analysis and soil protection will be funded. Government executed and implemented by the Ministry of Agriculture. (STP/92/004)

Viet Nam — In its move towards a market economy, the government of Viet Nam requested UNDP assistance in preparing its Programme for Public Administration Reform. The government also requested UNDP assistance to direct the programme's resource mobilization.

The aim will be to develop a comprehensive plan for long-term improvement of the public administration system. The framework for the design and implementation of administrative laws and procedures will be improved. Select pilot ministries will undergo operational improvements to increase efficiency. A system to recruit and promote public service employees will be established, along with training activities for public officials. An Auditor-General's Office will be created.

UNDP contribution: $2,930,000. Funds will provide consultants, study tours and office equipment. Government executed and implemented by the Government Committee for Organization and Personnel, and the National Institute of Public Administration. (VIE/92/002)

Interregional Projects

INT/92/G61 — Montreal Protocol Umbrella Project: 1992 — This project will assist developing countries in controlling the production and consumption of ozone-depleting substances (ODS). UNDP will assist governments in developing action plans for the phase-out of ODS. Technical assistance and training will be offered for the recovery and recycling of chlorofluorocarbons (CFC). New technologies will be demonstrated and environmentally-sound substitutes will be promoted. Public awareness efforts concerning ozone depletion problems will be fostered.

Montreal Protocol funding: $2,175,069. Funds will provide for experts, and consultants for the preparation of country programmes. Twenty-five workshops and 10 study tours will also receive project support. Executed by UNDP and implemented by UNDP's Office for Project Services.

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